

2011 EVS Action Plan				
Program Improvement Initiative: #23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.				
Describe the barrier, problem, or deficiency being addressed: Employees feel steps are not taken to deal with employees they perceive as poor performers. Supervisors are unsure of the proper procedures for dealing with employees who do not meet expectations.				
Describe what is causing the barrier/problem (i.e., What is the cause?): The reality may be that employees just don't know, and shouldn't know, when a fellow employee has received performance counseling. Supervisors think the process of documenting performance deficiencies is too time consuming and cumbersome. Finally, there have been a number of retirements during the last several years and new supervisors have not have received the appropriate supervisory training.				
Define success or the desired outcome upon completion of action steps below; including any measures you plan to use to indicate success (be specific): The desired outcome is to improve the Department's performance culture upon completion of the action steps below. Improvements will be measured through a positive increase of at least 2 percent to this question in the results of the next EVS.				
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Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed
1. Revise the Department's Performance Management Program.	1. Launch the revised performance management program.	1. October 2010/ Ongoing	1.CHCO	1.Senior Agency Officials Approval
2. Require "mandatory" performance management training for all supervisors on the revised performance management program.	2. Begin on-line supervisory performance management training on the revised program. Require supervisors to re-take training on the performance management program every 2 years.	2. October 2010/ Ongoing	2.Senior Agency Officials	2.Senior Agency Officials Approval

3. Hold supervisors accountable for employee performance.	3. Develop a supervisory critical element which includes performance management responsibilities to ensure supervisors are held accountable for their employees' performance. Provide performance management training of all new supervisors.	3. October 2010/ On-going	3.CHCO and Human Resource Directors Department- wide	3.CHCO
4. Offer performance management training to employees.	4. Provide on-line performance management training on the revised program to all employees .	4. October 2010/ Ongoing	4.CHCO and Human Resource Directors Department- wide	4. On-line training expenditures: \$43,500

Actions Taken Over the Past Year	Key Deliverables/Output	Start Date/ End Date
1. Revised the Department's Performance Management Program.	1. For consistency throughout the Department, a cross-agency workgroup of HR professionals was developed to compare DOE's existing five performance appraisal programs. The workgroup drafted recommendations for one Department-wide policy. A cross-agency workgroup of Senior Leaders was developed to review and approve the working group's recommendations. Subsequently, an overarching policy which combined three of the five existing programs was developed and is effective October 2010.	1. November 2008/January 2010
2. Revised the mandatory supervisory training course	2. The mandatory supervisory training course was revised and enhanced to include detailed modules on performance management.	2. January 2010/June 2010
3. Improved Supervisory Skills	3. Brown Bag and One-on-One training sessions which included topics such as, conducting effective counseling sessions, developing a Performance Improvement Plan (PIP), and ways for preventing poor performance were held throughout the Department.	3. October 2009/Ongoing

